

Message Text

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FM SECSTATE WASHDC

TO AMEMBASSY TRIPOLI

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E.O. 11652: N/A

TAGS: SCUL

SUBJECT: ICA COUNTRY PLAN PROPOSAL, FY 1979 AND FY 1980

1. COPY OF INSTRUCTIONS FOR COMBINED INTERNATIONAL COMMUNICATION AGENCY COUNTRY PROPOSAL FOR FY 79 AND FY 80 BEING SENT AIR POUCH.
 2. THE INSTRUCTIONS CONTAIN REQUIREMENTS FOR "BILATERAL COMMUNICATION RELATIONSHIP" ESSAY, PROGRAM PLANS, ZERO BASED BUDGET SUBMISSION, PROJECT PROPOSALS AND OTHER REQUIREMENTS.
 3. EMBASSY REQUESTED TO SUBMIT ONLY ESSAY ON BILATERAL COMMUNICATION RELATIONSHIP--UNCLASSIFIED IF POSSIBLE. WOULD ALSO APPRECIATE VIEWS ON POSSIBLE EXCHANGES AND SUGGESTIONS FOR ICA-RELATED ACTIVITIES WITHIN EMBASSY CONTROL INCLUDING THE SPEAKER PROGRAM, STUDENT COUNSELING, UNCLASSIFIED
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- PRESENTATION BOOKS, FILMS AND VTRS, AND PUBLICATION EL MAJOL.
4. ESSAY AND VIEWS REQUESTED IN 3 ABOVE SHOULD REACH WASH NLT APRIL 25, 1978 AND MAY BE TELEGRAPHED.
 5. USIA DIRECTOR JOHN REINHARDT IN HIS LETTER WHICH

ACCOMPANIED INSTRUCTIONS TO PAOS AT OTHER POSTS STATED THAT SECTION ON BILATERAL COMMUNICATION RELATIONSHIP SHOULD PROVIDE "A PENETRATING, ORDERLY ANALYSIS OF THE COMMUNICATION RELATIONSHIP BETWEEN OUR TWO COUNTRIES."

6. ALTHOUGH MISSION GOALS AND OBJECTIVES AN IMPORTANT PART OF ANALYSIS, POSTS SHOULD FIRST DO THEIR OWN ASSESSMENT OF OVERALL COMMUNICATION RELATIONSHIP WITHOUT REFERENCE TO THEM. ON BASIS OF THIS ASSESSMENT YOU SHOULD SELECT THOSE MISSION GOALS AND OBJECTIVES--AS WELL AS LONG-TERM, DEEPER ISSUES IN THE COMMUNICATION RELATIONSHIP--THAT CAN BE ADDRESSED BY POST. FINALLY, YOU SHOULD BRIEFLY DISCUSS HOW GOALS, OBJECTIVES, AND ISSUES CHOSEN CAN BEST BE APPROACHED. FOR GUIDANCE PENDING YOUR RECEIPT OF CPP SUBMISSIONS TEXT OF RELEVANT SECTION FOLLOWS:

"BILATERAL COMMUNICATION RELATIONSHIP: YOU SHOULD BEGIN PLANNING PROCESS BY SURVEYING WEAKNESSES AND STRENGTHS IN OVERALL COMMUNICATION RELATIONSHIP BETWEEN U.S. AND HOST COUNTRY, ANALYZING BOTH COMMUNICATION TENSIONS AND EXISTING ASSETS. IN USING PHRASE 'COMMUNICATION TENSIONS,' WE MEAN POINT YOUR ANALYSIS TO UNDERLYING PROBLEMS WHICH RESULT FROM CULTURAL DIFFERENCES, LACK OF UNDERSTANDING, MISPERCEPTIONS, DISTORTIONS, OR ABSENCE OF SUSTAINED DIALOGUE BETWEEN PEOPLES OF THE TWO COUNTRIES.

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"ANALYSIS REQUIRED DIFFERS SIGNIFICANTLY FROM THAT IN 'RATIONALE' SECTION PREVIOUS COUNTRY PLANS. IT SHOULD CONSIST OF BRIEF, THOUGHTFUL ESSAY WHICH ADDRESSES NOT ONLY COMMUNICATION TENSIONS AND ASSETS, BUT ALSO BROAD MEANS BY WHICH ICA CAN BEST DEAL WITH THESE CONCERNS AND OPPORTUNITIES FOR STRENGTHENING MUTUAL UNDERSTANDING. "YOUR ANALYSIS SHOULD TAKE FULL ACCOUNT OF MISSION GOALS AND OBJECTIVES AND OF ADDITIONAL LONG-TERM DEEPER ISSUES WHICH CAN BE ADDRESSED BY IMPROVING COMMUNICATION BETWEEN THE TWO COUNTRIES, KEEPING IN MIND DUAL RESPONSIBILITIES DEFINED IN PRESIDENT'S REORGANIZATION PLAN.

"IT IS EXPECTED THAT YOUR ESSAY--AND RELATED PROGRAM PLANS--WILL ADDRESS ONLY THOSE MISSION GOALS AND OBJECTIVES WHICH CAN BE SIGNIFICANTLY ADVANCED BY ICA ACTIVITIES. IN DISCUSSING BILATERAL COMMUNICATION RELATIONSHIP YOU MAY FIND IT NECESSARY GO BEYOND MISSION GOALS AND OBJECTIVES, AND DRAW ON POST'S ACCUMULATED EXPERIENCE AND WISDOM REGARDING MAJOR UNDERLYING SOURCES MISUNDERSTANDING AND FRICTION BETWEEN THE TWO SOCIETIES,

AS WELL AS THOSE WHERE CONSTRUCTIVE RELATIONSHIPS ALREADY

EXIST.

"WE CAUTION AGAINST TEMPTATION TO SPREAD YOUR RESOURCES TOO THIN OR TO CONCENTRATE EXCLUSIVELY ON ISSUES OF SHORT-TERM POLICY INTEREST. ON CONTRARY, MOST PROGRAMMING IS EFFECTIVE ONLY OVER LONG-TERM. IMMEDIATE AND TACTICAL ISSUES MAY LEGITIMATELY DEMAND PART OF YOUR TIME, BUT YOU SHOULD BE AWARE THAT MISSION OF THE NEW AGENCY WILL REQUIRE THAT YOU DEVOTE SUBSTANTIAL PROPORTION OF YOUR RESOURCES TO LONG-TERM EFFORT IMPROVE BILATERAL COMMUNICATION BETWEEN AMERICANS AND HOST COUNTRY ON ISSUES OF CENTRAL CONCERN. IN ADDITION, INTEGRITY OF ACADEMIC EXCHANGE PROGRAMS--INCLUDING THOSE CARRIED OUT UNDER AUSPICES OF BINATIONAL COMMISSIONS AND SIMILAR

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BODIES--MUST BE MAINTAINED, AND THOSE PROGRAMS MUST BE ALLOWED DEVELOP WITHOUT UNDUE INFLUENCE."

7. SINCE ABOVE INSTRUCTIONS WERE SENT TO PAOS, WASHINGTON HAS PROVIDED FOLLOWING CRITERIA BY WHICH ICA WILL EVALUATE BILATERAL COMMUNICATION RELATIONSHIP ESSAY:

(A) DOES ESSAY ADEQUATELY AND CLEARLY DESCRIBE COMMUNICATION TENSIONS AND ASSETS BETWEEN U.S. AND HOST COUNTRY?

(B) IS THERE LOGICAL FLOW FROM THIS DESCRIPTION TO MISSION GOALS AND OBJECTIVES WHICH POST BELIEVES IT SHOULD ADDRESS?

(C) ARE THERE SIGNIFICANT ELEMENTS OF MISSION STATEMENT WHICH CAN BE ADDRESSED BY ICA BUT ARE NOT COVERED IN POST SUBMISSION?

(D) HAS POST CITED DEEPER, LONG-TERM ISSUES NOT REFERRED TO IN MISSION STATEMENT WHICH IT PLANS TO ADDRESS AND WHICH ARE DOMONSTRABLY IMPORTANT TO ADVANCEMENT OF U.S. NATIONAL INTEREST IN THAT COUNTRY? TO WHAT EXTENT DOES ESSAY IDENTIFY EXISTING RELATIONSHIPS THAT SHOULD BE NURTURED?

(E) DOES POST TAKE NOTE OF SERIOUS ISSUES NOT SUSCEPTIBLE TO ICA TREATMENT BUT WHICH NEVERTHELESS REPRESENT IMPORTANT SOURCES OF COMMUNICATION TENSIONS?

(F) TO WHAT EXTENT DOES ESSAY TAKE NOTE OF POTENTIAL OF ICA ACTIVITIES IN THE UNITED STATES TO SUPPORT EFFORTS TO ALLEVIATE COMMUNICATION PROBLEMS?

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(G) DOES POST GIVE APPROPRIATE ATTENTION TO SERIOUS, SHORT-TERM ISSUES THAT COULD BECOME CRITICAL PROBLEMS THREATENING THE BASIC RELATIONSHIP? DOES POST SUBMISSION DIFFERENTIATE BETWEEN ISSUES SUSCEPTIBLE TO SHORT-TERM RESOLUTION AND THOSE OF LONGER-TERM NATURE?

(H) DO ICA "BROAD MEANS" DELINEATED IN ESSAY PROVIDE A REASONABLE AND CREATIVE BASIS FOR STRENGTHENING MUTUAL UNDERSTANDING?

(I) DOES POST'S SUBMISSION DIFFER FROM LAST YEAR'S COUNTRY PLAN IN ITS STATEMENT OF BASIC PROBLEMS BETWEEN U.S. AND HOST COUNTRY? IF NEITHER PROBLEMS NOR ANALYSIS HAVE CHANGED, HAS ICA'S NEW MISSION BEEN ADEQUATELY TAKEN INTO ACCOUNT?

(J) IS POST'S STATEMENT CONSISTENT WITH ASSESSMENTS BY NON-OFFICIAL AMERICAN AND FOREIGN OBSERVERS? IS IT SUBSTANTIATED BY RESEARCH DATA, IF ANY?

(K) COULD SOMEONE OUTSIDE OF AGENCY WHO IS UNFAMILIAR WITH BUREAUCRATIC JARGON UNDERSTAND WHAT PAO IS SAYING? COOPER

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Draft Date: 29 mar 1978
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